

Organization: San Jose Downtown Association
Contract Period: July 1, 2011 to June 30, 2012
Contract Amount: \$250,000

2011-12 Marketing Plan Overview

Marketing Objective(s):

Stimulate economic activity and vibrancy, and promote a positive downtown identity by:

- Serving as a champion of recruiting and retention efforts for big and small businesses.
- Supporting downtown's vision as Silicon Valley's urban, cultural and entertainment hub.
- Producing events and promotions that retain and drive residents and visitors to the city center; making contributions to the economic health of the downtown; and increasing the public's overall attachment to San Jose.
- Positive messaging through mass and social media.

Target Audiences:

- Primary: City of San Jose and South Bay residents, employees and visitors. Secondary: Business Improvement (BID) and Property Based Improvement (PBID) district members.
- Audiences are all-inclusive of socio-economic, race and age backgrounds, however, marketing focus is on segments with disposable income.

Overarching Marketing Strategy: Develop, implement and grow programs that compel businesses to 1) locate downtown; 2) remain downtown; and 3) thrive downtown. Create and execute initiatives that help businesses and their employees succeed, attract customers, position downtown as Silicon Valley's Creative Urban Center, and support complementary efforts to increase downtown's residential, office and retail base.

Core Strategy: Attract patrons / customers inside restaurants, entertainment and retail establishments, arts venues and high-rise condos.

- Tactics: Produce high-quality programs and events; partner with city marketing groups to promote downtown as regional destination; produce Dine Downtown restaurant event; produce and distribute arts & dining gift certificates, visitor guides, and walking maps; collaborate with downtown condominiums to increase sales.

Core Strategy: Strengthen the identity and increase awareness of San Pedro Square as dining district, SoFA as cultural and entertainment district; and Historic District as retail district.

- Tactics: Produce events such as Farmers' Market, outdoor cinemas and South First Fridays; create and improve marketing materials; enhance feeling / atmosphere of district by providing entertainment, Downtown Doors artwork, and Groundwerx beautification.

Core Strategy: Communicate a positive image of downtown by promoting arts, events, attractions, dining establishments, unique businesses, accomplishments and trends.

- Tactics: Monthly newsletter; weekly e-newsletter; update sjdowntown.com, sjdowntownparking.com and sanpedrosquare.com; regular social media announcements; regular outreach to PR and media contacts.

Core Strategy: Provide targeted 1-on-1 and group outreach with commercial property owners/management and tenants to help attract and retain business.

- Tactics: Share information and incentives through check-ins; new business visits; member services; business-oriented events and meetings.

Marketing Plan Metrics

Overall 2011-2012 Marketing Goals

- Influence businesses to remain downtown (100 plus check-ins / three-five direct saves per year)
- Increase visits by 10 percent and occupancy by more than 5 percent at downtown for-sale high-rise condominiums.
- Help reduce downtown office vacancy rate from current 25% to 19% (absorb approx. 132,000 sf).
- Produce quality events with +10 percent attendance, +10 percent business revenue / business approval, and +10 percent economic impact to city.
- Raise awareness year-over-year of downtown San Jose as a culinary / dining destination and of downtown's 100+ restaurants, resulting in net increases in foot traffic, new customers and revenues.
- Raise awareness year-over-year of downtown San Jose as a regional destination and Silicon Valley's creative urban center.

Proposed Line-Item Budget with Corresponding Performance Measures

Core Neighborhood Promotions (San Pedro, SoFA, Historic District - \$11,320) .04 FTE

- Identify, design and produce neighborhood marketing campaigns
- Coordinate participation of businesses
- Serve as neighborhood liaisons

Annual Goal	YTD progress, where applicable
SoFA District - Increase South First Friday (SFF) attendance 10 percent. 2-3 additional special “unplanned” events. Assist in filling three now vacant storefronts. Assist in lease-up of 360 Residences.	
San Pedro Square - Produce a San Pedro Square marketing and awareness campaign or promotional event. Increase visits and page views at www.sanpedrosquare.com by 20%. Help Urban Market open/position successfully	
Historic District – Specific promotion to be identified in July 2011. Improve perception and identity of Historic District by 10 points. Maintain holiday décor throughout district.	
Increase foot traffic in all districts +10%.	

Downtown Dining Gift Certificates (Marketing promotions - \$4,200) .02 FTE

- Design and production of 45,000 gift certificates
- Distribution/deliveries of certificates to arts groups
- Coordinate participation of restaurants and 15+ performing and visual arts groups

Annual Goal	YTD progress
A minimum 20 visual and performing arts groups distribute 50,000 Downtown Dining Gift Certificates to season ticket holders and museum members.	
Maintain or increase the number of participating downtown restaurants.	

Dine Downtown San Jose (Marketing Promotions - \$14,100) .07 FTE

- Design, production and distribution of 35,000 fliers, 200 posters, 3 APT posters
- Coordinate media and public relations campaign – print, radio, cinema, online
- Coordinate restaurant participation
- Produce City Bites event
- Secure media sponsors
- Design and develop event “prix fixe” menu website

Annual Goal	YTD progress
Increase restaurant participation for City Bites by 5%. Recruit between 25 to 30 restaurants for Prix Fixe menu promotion.	
Increase awareness and customer participation. Increase economic impact to businesses. Increase numbers of new customers.	

Downtown Living Campaign (Marketing Promotions - \$4,150) .02 FTE

- Work with high-rise condominium marketing teams to coordinate and promote sales events
- Coordinate messaging with condo developer’s public relations teams
- Coordinate production and approval of collateral and ads and oversee distribution
- Work with media agency

Annual Goal	YTD progress
Produce one or two events with the three downtown high-rise condominiums. Assist high-rises to reach 65% collective occupancy (+5%).	

Commercial Tenant Outreach (Marketing - \$17,580) .19 FTE

- Targeted outreach to help attract and retain business
- Schedule regular check-in meetings with property owners/managers
- Schedule meetings with new and targeted existing businesses
- Assist with outreach for Agency coordinated events
- Provide information on special programs
- Coordinate with City and RDA downtown retention/recruitment efforts

Annual Goal	YTD progress
60 visits of office tenants per year.. 100 “unique” retail visits/check-ins. Launch VC downtown “starter kit.” 3-5 “saved” retentions. Reduce overall office vacancy rate to 19%.	

Print, Radio and Online Advertising (Marketing - \$28,850)

.09 FTE

- Coordinate design and production of print, radio, cinema and online ads
- Incorporate campaign elements into other ads, collateral and campaigns
- Coordinate with DOT to include parking message
- Negotiate advertising rates
- Outreach to downtown businesses
- Develop campaign media schedules and purchase approved media
- Develop and maintain websites
- Regular social media messaging

Annual Goal	YTD progress
Utilize traditional and new media to increase public awareness of downtown attractions and assets by maintaining market share (sales and attendance numbers) compared to previous year. Increase website traffic driven to sjdowntown.com and sjdowntownparking.com from ads by 10%.	
Search Engine Optimization: Rank in top 2 for 10 priority keywords. Increase friends and followers on Facebook and Twitter by +10%. Increase page views and visits 10%.	

Automatic Public Toilet (APT) and SoFA Kiosk Posters (Collateral - \$1200)

.01 FTE

- Print APTS as needed.
- Oversee and coordinate rotation and installation of APT posters 10-12 times per year
- Oversee and coordinate poster installation in SoFA

Annual Goal	YTD progress
Increase awareness of downtown arts groups, events and city programs.	

Farmers' Market (Promotional Events - \$5,750)

.01 FTE

- Oversee design, production and distribution of 30,000 fliers, 250 posters, 150 VTA Light Rail station posters, 3 APT posters
- Implement of 30 weekly markets
- Produce and disseminate event public relations
- Secure media and non-media sponsors
- Coordinate logistics with neighborhood businesses
- Coordinate all necessary city permits

Annual Goal	YTD progress
Average 1,500 attendees per week. Incremental growth +10 percent as downtown office occupancy increases. Implement zero waste objective.	
Increased sales neighboring businesses +10% vs. year prior, +10 percent vs. other days of week, and +10 percent average spending vs. other days.	

Music in the Park (Promotional events - \$42,500)

.18 FTE

- Oversee design, production and distribution of 35,000 fliers and schedule cards, 500 posters, 4 APT posters
- Produce and disseminate event publicity / public relations
- Secure media and non-media sponsors
- Secure all musical talent
- Implement and manage concert production, including city permits
- Serve as liaison with surrounding businesses

Annual Goal	YTD progress
Increase event attendance 5%.	
Through the marketing campaign, increase traffic to sjdowntown.com 10%.	
Maintain reputation as the Bay-area's premiere free summer concert series.	
Increase economic impact – attendees outside SJ + 10%, hotel nights maintain 2010 numbers, average spending downtown +5 %.	
Certified green event – eliminate landfill waste by 5-10%.	

Downtown Ice (Promotional Events - \$54,350)

.21 FTE

- Oversee design, production, printing and distribution of 55,000 fliers, 200 posters, 150 VTA Light Rail station posters, 4 APT posters, 20 transit shelters, 20 billboards, 30 bus tails
- Secure media and print sponsors
- Coordinate media / publicity campaign – print, radio, cinema, online, social
- Oversee and manage event set-up/tear down and day-to-day operations
- Initiate and implement holiday cross-promotional activities with other downtown partners
- Hire and coordinate seasonal operations staff
- Liaison to surrounding businesses and property owners

Annual Goal	YTD progress
Secure title sponsor.	
Increase attendance by 2000 skaters.	
Increase economic impact – attendees outside SJ + 5%, hotel nights +10%, average spending downtown +10%. “Downtown for the Holidays” collaboration with Christmas in the Park and Winter Wonderland to increase combined sponsorship / attendance / economic impact 10%.	

Public Space Programming - \$29,800

.16 FTE

- Implement installation of and promote art exhibits in vacant storefronts, each rotated two to three times/year throughout the Downtown core
- Manage artist selection for all installations; and maintain Phantom Galleries website
- Oversee and coordinate Phantom Galleries subcontractor
- Liaison with business and property owners for gallery spaces
- Produce one outdoor street market to coincide with South First Fridays art gallery walk
- Oversee and manage production, coordinate all necessary city permits
- Serve as neighborhood liaison

Annual Goal	YTD progress, where applicable
Install two new art exhibits in vacant stores as part of Phantom Galleries program.	
Produce one outdoor street market event to coincide with South First Fridays art gallery walk in Summer 2011. Increase attendance 10%.	

Starlight Cinemas (Public Space Programming/Outdoor Movies - \$36,200) .17 FTE

- Oversee design, production and distribution of 15,000 fliers and 200 posters
- Event set-up/tear down, oversee City services costs
- Plan, publicize and execute 10 outdoor screenings in San Pedro Square, Historic and SoFA
- Coordinate, publicize and produce pre-screening trailer and activities
- Serve as neighborhood liaison in each location

Annual Goal	YTD progress
Increase overall attendance 10%.	
Increase attendance at Zombie-O-Rama event by 10%.	
Increase economic impact – attendees outside SJ +5%, average spending downtown +5%.	